

**The Bill Blackwood  
Law Enforcement Management Institute of Texas**

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**Implementation of Physical Fitness Standards  
in the Small to Mid-Size Law Enforcement Agency**

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**An Administrative Research Paper  
Submitted in Partial Fulfillment  
Required for Graduation from the  
Leadership Command College**

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## **ABSTRACT**

Law enforcement can be a sedentary profession; however, there are times when officers are required to perform demanding physical tasks. Law enforcement as a profession has higher rates than many other professions of heart disease, diabetes, and suicide. Research was conducted by reviewing modern and classic literature, surveying police officers, police managers, police administrators, surveying medical professionals, and interviewing physical fitness industry professionals. Research indicated that improved physical fitness normally results in a reduction in physical illness, injury, and stress-related illness leading to less absenteeism, early retirements due to disability, as well as a reduction in civil liability for an agency. Physical fitness is reported to be important for police officers by all groups surveyed; however, evidence suggests little is done to assure physical fitness levels are maintained. Physically fit officers are more alert, able to sustain longer periods of concentrations, have higher self-esteem, and more productive than non-fit officers. Assuring high physical fitness levels among officers is not only beneficial to the officer, but the agency as well; the only way to verify and maintain high levels of physical fitness is through the implementation of physical fitness standards.

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## INTRODUCTION

Police officers are called on to perform a wide variety of tasks. Many of these are not physical in any sense: speaking with victims of crime, preparing reports, and testifying in court, to name a few. However, there are times when law enforcement duties become very physical. Officers are often called on to restrain combative subjects, pursue fleeing suspects, remove disabled vehicles from roadways, as well as many other tasks.

Should law enforcement agencies require their officers to meet physical standards? The intent of this research is to answer that question. The researcher is a 17-year employee of a mid-sized law enforcement agency in Tarrant County, Texas and will focus the research on small and mid-sized departments. The research is also intended to determine what benefit an officer, as well as an agency, would receive from the implementation of physical fitness standards and evaluate legal issues as they relate to the use of such standards.

When performing a physical task, an officer's level of fitness directly dictates how well the job is performed. The level of fitness also impacts the officer. Weak officers may be injured during heavy lifting or pushing. Poorly conditioned officers attempting to restrain combative subjects may become easily exhausted and unable to effectively continue. Either situation can be negatively impact the agency.

Resulting injuries may become expensive workers' compensation claims. Injured officers may miss work and cause a manpower shortage. The level of service to the community is diminished by the loss of an officer to injury, not to mention the ineffective service that may have been delivered by the unfit officer in the first place.

It is common knowledge to most officers that their job is sedentary in nature. They spend a great amount of time driving from call to call, sitting to prepare reports and are not physically active on the scene of most calls for service. When this is coupled with the fact that many do not live healthy lifestyles, it is easy to see how fitness can be less than optimal.

Law enforcement can also, at times, be a high-stress occupation. Officers are required to possess a great deal of knowledge about law and departmental guidelines and are often punished if they misapply or forget these. Officers are expected to treat people which are being verbally abusive toward them in a professional manner. In the worst case scenario, they are expected in a split second, to decide whether or not to take the life of another human. They know full well if they do, their decision, rightfully so, will be scrutinized from every possible viewpoint. They are also aware hesitation could cost them their life.

Improved physical fitness through exercise has long been touted to the people around the world as an effective way to reduce the negative effects of stress. Physically fit people are also generally thought to be at a lower risk for illness and disease. It would be logical to infer that both of these ideals would benefit an agency through the reduction of sick leave pay and more satisfied employees.

The research will be conducted through review of classic and modern literature. Surveys of police officers, as well as police managers, and administrators will be conducted. There will be an attempt to converse about this topic with members of the Physical Fitness Industry and a survey of Health Care Professionals will be conducted.

It is expected the research will identify certain benefits to individual officers in the area of self-esteem as well as general health. Agencies should have reduced cost in workers' compensation claims, sick leave pay, a reduction in civil liability and an improved departmental image.

There are also expected negative effects of standard implementation. How will an agency make the implementation? Will it be voluntary or mandatory? There will be legal issues pertaining to Fair Labor Standards Act that must be addressed. With any change, there will be resistance from the employees of the agency implementing the standards. The research intends to examine ways to address these issues also.

## **REVIEW OF LITERATURE**

The concept of better health and performance through fitness is not new. Along with the rise of the Greek civilization came the Olympic games. These games produced physicians and coaches to assist athletes perform at optimum levels (Arnheim & Prentice, 1993). This concept has been evidenced in America since early on as well. President Thomas Jefferson said, "Exercise and recreation are as necessary as reading; I will say, rather, more necessary because health is worth more than learning" (Ebling, 2002, p.1).

A career in law enforcement is both dangerous and stressful. Officers often develop mental and physical health-related problems due to the nature of their work (Church & Robertson, 1999). Law enforcement, as an occupation, has a higher rate of heart disease, diabetes, and suicide than 149 other professions (Ebling, 2002). Job stresses affect both the professional and personal life of officers (Weinblatt, 2000). Stress management can be achieved in part through practicing a healthy lifestyle which includes regular exercise (Harpold & Feemster, 2002).

Fitness programs have other benefits in addition to stress reduction. Physical activity has been attributed to a reduction in the risk of coronary artery disease. Inactivity has been established as a risk factor leading to hypertension (Wilmore & Costill, 1994). Physical conditioning also reduces the likelihood of injury. Proper physical conditioning results in stronger connective tissue as well as increased bone density and strength (Arnheim & Prentice, 1993).

Fitness programs could also reduce civil liability for law enforcement agencies. In 1999, Gary Bishop cited 'Parker V. District of Columbia', 850 F. 2d 708 (D.C. 1988), explaining that an officer who was not able to physically subdue a man during a struggle shot him. A successful title 42 U.S.C. Section 1983 suit was brought against the agency and the verdict upheld. The officer had not received any physical fitness training in the four years prior to the incident. The court concluded: The officer simply was not in adequate physical shape, posing a foreseeable risk of harm to others. The court was persuaded that a fair-minded jury could have concluded that the officers conduct was the result of deliberate indifference on the part of the District with respect to the physical training of its police officers (Parker V. District of Columbia, 850 F. 2d 708).

Physical fitness programs have also been shown to reduce the cost of healthcare and disability retirement cost. They also can reduce workplace injury, illness and employee absenteeism. The decrease in these areas tend to increase morale and productivity and can amount in a significant savings to the agency (Church & Robertson, 1999).

Physical fitness offers personal benefits to the officer. Officers who participate in a fitness program are generally more alert. They have increased odds of survival in a

dangerous job (Ebling, 2002). Some of the signs of good health are self-esteem, pride, and quality leadership. All of which can make life more enjoyable (Harpold and Feemster, 2002).

Several agencies require recruits or applicants to perform physical fitness testing as part of the hiring or admissions process. The incidence of this testing is reported to be as high as eighty percent by some research. Many of these tests have been successfully challenged because they have a disparate impact on women. The test must assess job-related skills. Additionally the standard set for the test must apply to on-board sworn personnel to stand up to a legal challenge. The reasoning for this is that if a standard is necessary to perform the job it is also necessary for personnel who already have the job (Decicco, 2000). It has been recognized that most physical fitness tests will legally have a disparate impact on women due the physical differences between the sexes. “The employer has the burden ‘to demonstrate that the challenged practice is job related for the position in question and consistent with business necessity’ ” (Brooks, 2001, p. 29).

Agencies conducting testing should be aware there could be a problem with excessive unfamiliar exercise. The City of New York Fire Department gave a brief but demanding test. The test had 16,000 applicants: 32 of which were hospitalized with rhabdomyolysis and acute kidney failure and one died. This condition occurs when muscles are damaged by excessive exercise. While the triggers to the onset of the condition are not fully understood, it is believed to be associated with physical activities that have a high amount of bouncing, such as running, jumping rope, push-ups, and sit-ups. There are ways to guard against rhabdomyolysis. Some, include not exercising when a person has influenza type symptoms, avoiding dehydration and avoiding the use of



stimulants while exercising. Unlike general soreness that occurs a day or two after exercise, rhabdomyolysis presents much sooner. Symptoms include onset of pain and swelling in the affected area, persistent weakness, and dark urine. People with these symptoms should increase fluid intake and seek medical treatment (Bragg, 2002).

Some agencies have approached physical fitness issues by installing a gym. This has not been a very successful approach. Only about 15 to 20 percent of officers stay on a fitness routine after the gym is installed; mostly the ones who worked out before the gym was installed (Weinblatt, 2000).

Many agencies have implemented physical fitness programs to some degree. A survey of 50 state police agencies indicated that fifty-five percent had some type of physical fitness program. Participation in most of the programs remains voluntary. Thirteen reported the programs to be mandatory (Church & Robertson, 1999).

## **METHODOLOGY**

The purpose of this research is to determine whether police officers in small to mid-sized agencies should be required to meet and maintain physical fitness standards. The research will also examine how, or if, physical fitness standards will benefit the agency and the individual officer.

It is expected that research will indicate the need for the implementation of physical fitness standards in all law enforcement agencies. It is expected that physical fitness standards will increase health and productivity of officers while reducing injury, illness and absenteeism, thus benefiting the agency as well.

A survey was conducted of mid-level managers and administrators in various size agencies from around the State of Texas. The survey was designed to gather information

about participants' beliefs, based on their experience as supervisors, toward physical fitness of police officers. First the survey recorded participant's beliefs as to whether officers should be held to physical fitness standards. Second the survey asked about mandated physical fitness levels within the participants agency. Third it gathered information about the perceptions of participants as to how physical fitness correlated to job performance. Finally it asked for opinions as to whether or not a voluntary physical fitness program would be effective in the participant's agency. While the sample group is small, twenty-five, all persons surveyed are currently police supervisors. They are from agencies concerned about professionalism in that all are participants in the Leadership Command College presented by the Bill Blackwood Law Enforcement Management Institute of Texas. They represent agencies ranging in size from small to large and from virtually every corner of the State of Texas.

A survey of the sworn officers of The City of Saginaw Police Department was conducted. The survey was designed to gauge perceptions of the officers toward different aspects of physical fitness. First, the survey asked questions about them personally: if they believed they were fit, how they stayed fit and if they could complete fitness testing. Second, it questioned their beliefs as to whether or not physical fitness was important for police officers. Third, it identified beliefs about the fitness level of their fellow officers. Finally, it explored the officer's beliefs about the police departments involvement in mandating physical fitness levels. While the sample size of the survey, twenty-five officers, is small, it is representative of the Saginaw Police Department in that all but one officer was surveyed. The one officer not surveyed was on extended medical leave due to

illness. His answers to survey questions would have affected totals by less than four percent in each question.

A questionnaire was sent to several physicians in the Dallas Fort Worth (DFW) area asking for their input into this project. The questionnaire was designed to identify general benefits of physical fitness. While the sample size, only four responded, is not great in number the participants' training and experience in the field of medicine lends credibility to their opinions.

An interview was conducted with Charles "Chuck" Knowles about this topic. Mr. Knowles is a former, thirteen-year veteran, police officer who, at the time of this writing, owns and operates a Powerhouse Gym™ in Saginaw, Texas. Mr. Knowles is also a National Academy of Sports Medicine Certified Personal Trainer that trains individuals on almost a daily basis.

Numerical data gathered was computed and summarized into percentile groupings. The data from medical professionals and Mr. Knowles was taken at face value and used to compare with reviewed literature.

## **FINDINGS**

A survey of the sworn officers of the City of Saginaw Police Department was conducted. When asked, forty percent of the officers considered themselves to be physically fit; however, only twenty-eight percent reported being involved in an ongoing fitness program to maintain a level of fitness. Forty-four percent of the officers indicated they could complete a one and one-half mile run without stopping. Ninety-six percent of the officers indicated they would participate in a voluntary physical fitness program that measured progress and set standards if one were available.

Ninety-six percent of the officers surveyed indicated that they believed physical fitness was an attribute that should be maintained by a police officer. Eighty-eight percent of the officers responded that the police department should subject applicants to physical fitness testing when they apply for a position.

Only twelve percent of the officers believed the police department, as a whole, was fit for duty. While ninety-six percent of the officers did indicate they would participate in a voluntary physical fitness program, only thirty-two percent believed their fellow officers would participate in such a program.

Sixty percent of officers surveyed indicated that the police department should mandate and enforce physical fitness standards. Fifty-two percent of officers believed it would be fair for physical fitness levels to be used as one of the criteria for performance evaluation.

A survey was conducted of mid-level managers and administrators in various size agencies from around the State of Texas. While ninety-six percent believed recruits should be required to show a minimum fitness level only forty-eight percent of the represented agencies had minimum physical fitness requirements that had to be met for a recruit to be hired. Ninety-six percent also indicated they believed new and veteran officers alike should be required to maintain a minimum level of physical fitness. A mere four percent of the agencies represented had required physical fitness standards for officers after they had been hired by the agency.

Sixty percent of the participants in the survey indicated, physically fit officers were less likely to be absent. Four percent indicated, physically fit officers were more likely to be absent. Thirty-six percent observed little or no difference between the

attendance of fit and unfit officers. Seventy-two percent of those surveyed believed that physically fit officers were less likely to be ill, while twenty-eight percent had noted little or no difference between fit and unfit officers as it related to illness. Sixty-four percent of those who responded to the survey thought, physically fit officers were more productive. Four percent believed fit officers were less productive. Thirty-two percent reported little or no difference in productivity levels between fit and unfit officers. Eighty-four percent thought that a physical fitness or wellness program could be established within an agency on a voluntary basis that would be effective in improving and maintaining departmental physical fitness levels.

A questionnaire was sent to several physicians in the Dallas Fort Worth (DFW) area asking for their input into this project. Jared Ricardson, M.D. is currently an emergency room physician at a DFW area hospital. He said, “physically fit people are more alert, can sustain prolonged periods of high levels of concentration, and fatigue less quickly than non-fit individuals.” In regard to recovery from illness, he indicates that fit persons have fewer illnesses. Dr. Richardson continued by saying that this could be due to the fact that fit people generally have a healthier lifestyle in that they are less likely to smoke, drink to excess, or eat unhealthy diets. He also indicates it has been his experience that physically fit people recover sooner from injury. Dr. Richardson also suggested, this is possibly due to lifestyle and said fit people seem to follow therapy and rehabilitation instructions more often. Dr. Richardson did not report a significant difference between fit and non-fit persons in the incidence of stress-related illnesses. Dr. Richardson does believe that people can improve their health and longevity by increasing their level of physical fitness.

Doyle Gallman, D.O. is currently a family practice physician and also has emergency room experience in the DFW area. Dr. Gallman somewhat echoes Dr. Richardson's opinions. Dr. Gallman said, "Short periods of exertion are obviously much easier to perform by a person that is physically fit." He has noted that fit people are less likely to be ill and recover from illness sooner. They also seem to recover from injury much quicker than non-fit people do. The one area Dr. Gallman differs from Dr. Richardson is that he noted that "physically fit people acquire stress-related illness much less frequent [than non-fit people]".

Robert F. Andelmon, M.D. is currently an emergency room physician in a DFW area hospital. He said that fitness is important not only to people in professions such as law enforcement but all people. He said, "Fitness itself is a component of good health and as such good life." Dr. Andelmon also believes that physically fit persons recover quicker from illness and injury. He also said there is a significant difference between fit and non-fit people and the presence of stress-related illnesses. He said, "Usually proper mental health reflects and influences proper physical health." He also believed that an increased physical fitness level, in most cases would increase the longevity and improve the health of people.

Bennett T. Gardner, D.O. is currently an emergency room physician in the DFW area and also has several years experience as a family practice physician. When asked if he thought being physically fit was important for a police officer, he said it was. He also said, "During any period of significant exertion, no matter how brief, a poorly conditioned individual is at high risk for injury or adverse cardiac event. (Additionally, the risk of being overpowered by a more fit individual is a real possibility.)" Dr. Gardner

also said, “There is no doubt about it! Individuals in good physical condition heal faster from illness and injury (even MVA’s) [motor vehicle accidents]. I have seen this time after time in the ER and in my family practice.” Dr. Gardner also has noticed that physically fit person are less likely to have stress related-illnesses, probably because they are participating in some type of sports activity that relieves the stress often found in non-exercising persons.

An interview was conducted with Charles “Chuck” Knowles about this topic. Mr. Knowles believes that physical fitness is beneficial to all persons in general due to its tendency to reduce stress. He also said that due to the automation of jobs in our current society fewer people are tasked with jobs that involve physical labor. A physical fitness program can in those cases maintain the body in the condition it is intended to function.

Mr. Knowles identified some areas that are specific to law enforcement. Maintaining a higher level of physical fitness helps officers to endure shift work and long hours. It also reduces stress on the lower back helping prevent injuries caused by the weight of police gear while in a sitting position. Physically fit officers appear more respectful to the public. Staying physically fit also allows for a better ability to mentally change mind sets from one of a guarded status to an emergency status, for example, when a traffic stop turns into the pursuit of a suspect.

The agency where Mr. Knowles was employed had a mandatory fitness program. He is of the opinion that one hundred percent compliance would not occur with a voluntary program. He said there were officers who cut corners in the mandatory program (personal communication, May 6, 2004).

## CONCLUSIONS

Law enforcement can be a demanding and stressful career. Officers are called on at times to perform very physical tasks. They are also subjected to high stress situations. The purpose of this study was to examine whether or not law enforcement agencies should require officers to meet minimum physical fitness standards.

Good physical fitness has long been believed to reduce stress. Physically fit people are also usually considered less prone to injury and illness. It is logical to believe that these ideals would benefit a law enforcement agency. The simplest way to determine an individual officer's physical fitness level is to test it. Implementation of minimum physical fitness standards would accomplish that task.

It is apparent from the research completed that officers, managers, administrators, physicians, and physical fitness industry professionals consider physical fitness to be important to police officers. While they all seem to be in agreement that it is important, less than half of the officers surveyed believed they were physically fit. Even fewer were engaged in any activity that would maintain or improve physical fitness levels. The majority of officers and managers surveyed believe recruits should meet minimum physical fitness standards, but less than half, Saginaw Police Department included, require this.

Managers noted that fit officers are more productive, less likely to be ill, and less likely to be absent from work. Physicians said that fit people generally handle stress better, recover from injury and illness quicker, are more alert and enjoy a better quality of life. It is easy to see that these are all positive things.



While a voluntary physical fitness program would be a way for some officers to gain and maintain physical fitness, it will not work for every officer in an agency. While most officers said they would participate in such a program the response to this question was not one hundred percent and only about one-third believed fellow officers would participate in a voluntary program.

Physically fit officers are perceived as more professional and command more respect from the public. This is not to say that an unfit officer can not be professional, but it is unlikely he will be healthy. The rigors and stress of the job most likely will cause the unfit officer problems sooner and are likely to become more severe.

The findings of this research definitely supports the hypothesis that fitness standards should be implemented for police officers, regardless of the size of agency. Since the only way to enforce a standard is to mandate it, participation in a physical fitness program should not be optional. Since physical fitness is something that benefits the agency as well as the officer, the agency should implement a fitness program to increase the physical fitness level of the department as a whole.

Limitations of this study were in part the limit on length. One of the research questions was not addressed. How will an agency make the implementation? It became evident early in the review of literature that one question could be a project in and of itself. While some aspects have been touched on, such as should a physical fitness program be mandatory or not, others have not. There are many legal issues an agency will have to consider. How or if officers will be compensated for participating in programs? What actual standard will be used and is it defensible against ADA claims? If an off-site exercise facility is used for the program who will monitor participation? How

do you bring on-board personnel up to the standard and what do you do if they can not attain the standard? There many other considerations and because of this the question was abandoned for now. It will be addressed at such time the implementation of standards is approved.

This study is relevant to all officers and agencies that do not currently have physical fitness standards. The initial effects of implementing standards would be painful for both the agency and the officers, but all indications are that both would benefit.

While not an intended outcome of the research, it is a reasonable to apply this research to other organizations. Other municipal, county, and state workers are not expected to perform the same type of work as police officers; however, they could benefit from improved physical fitness and their respective employers should see a decrease in expenses associated with illness, injury and absenteeism.

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**Appendix A**  
Saginaw Police Department  
Internal Survey  
Physical Fitness

**The purpose of this survey is to determine the perception officers within the department have toward physical fitness. The results may be used in a research project that is currently ongoing. It is very important that you be honest as you answer the questions. Your answers should be as accurate as possible. There is no need to identify yourself on this survey; however, if you would like to discuss your opinions about this topic feel free to contact me.**

Thanks:

J. H. Ragle, Sergeant

1. Do you consider yourself to be a physically fit person?    ☐ Yes   ☐ No
2. Are you currently participating in a structured exercise regimen that has been ongoing for at least the past six months?    ☐ Yes   ☐ No
3. Do you believe in your current physical condition you could, without stopping, complete a 1.5 - mile run?    ☐ Yes   ☐ No
4. Do you think that being physically fit is an important attribute that should be maintained by a police officer?    ☐ Yes   ☐ No
5. Do you believe the officers of the Saginaw Police Department, as a whole, are physically fit for duty?    ☐ Yes   ☐ No
6. Would you participate in a voluntary physical fitness program, which measured progress and set standards, if it available?    ☐ Yes   ☐ No
7. Do you believe the majority of your fellow officers would participate in a program as described above?    ☐ Yes   ☐ No
8. Do you believe applicants for a position with the Police Department should be subjected to physical fitness testing?    ☐ Yes   ☐ No
9. Do you believe the City of Saginaw Police Department should mandate and enforce physical fitness standards?    ☐ Yes   ☐ No
10. Do you believe it would be fair to use physical fitness levels as one of the criteria in completing an officer's performance evaluation?    ☐ Yes   ☐ No

321 Worthy Street  
Saginaw, Texas 76179

## **Appendix B**

Dear Health Care Professional:

Subject: Survey

I am currently conducting research in the area of physical fitness standards for police officers. This research is in part a requirement for graduation from the Law Enforcement Management Institute of Texas (LEMIT). As part of this research, I am trying to identify some of the general benefits that a person would obtain by maintaining a level of physical fitness. This project will be presented to the administration of the City of Saginaw Police Department and the staff at LEMIT.

I would very much like to include actual opinions of health care professionals as part of this research. I have prepared a short survey with some general questions. I realize you are very busy and your time is important. If you could make time to complete the enclosed survey, it would be greatly appreciated. I have included a self-addressed, stamped, envelope to return the survey in. If you are able to complete the survey and have information you believe to be important that is not covered by the survey, please, feel free to include it. Thank you in advance for your assistance.

Sincerely,

James H. Ragle  
Sergeant  
Saginaw Police Department

**Name:** \_\_\_\_\_,

1. Law enforcement professionals are in a career that is sedentary, but often requires great physical exertion for short periods of time. Do you as a physician believe that being physically fit would be important for such people?

☐ Yes      ☐ No

Please provide a brief explanation:

[illegible]

2. Have you, in the treatment of patients, noticed a difference in recovery from illness (e.g. flu, colds, etc.) between physically fit and those who are non-fit?

☐ Yes      ☐ No

Please provide a brief explanation:

[illegible]

3. Does your experience as a physician suggest a difference in recovery from injury between physically fit and non-fit patients?

☐ Yes      ☐ No

Please provide a brief explanation:

[illegible]



4. Do you believe there is a significant difference between physically fit and non-fit patients and the presence of stress related illness?

☐ Yes      ☐ No

Please provide a brief explanation:

[illegible]

5. Do you believe, that in general, patients can improve their health and longevity by increasing their level of physical fitness?

☐ Yes      ☐ No

Please provide a brief explanation:

[illegible]

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

Thank you for your assistance and participation in this project.

**Appendix C**  
**Physical Fitness and Law Enforcement Survey**

James H. Ragle

1. Do you, as a police officer, believe new recruits should be required to demonstrate a minimum physical fitness standard?  
☐ Yes    ☐ No
2. Do you, as a police officer, believe new or veteran officers should be required to maintain a minimum physical fitness standard?  
☐ Yes    ☐ No
3. Does your agency have a minimal physical fitness standard required of new recruits in order to gain employment?  
☐ Yes    ☐ No
4. Does your agency have a minimal physical fitness standard required of officers after they have been employed?  
☐ Yes    ☐ No
5. Have you, as a police officer, noticed a correlation between physical fitness and an officer's absenteeism?  
☐ Fit officers are less likely to be absent.  
☐ Fit officers are more likely to be absent.  
☐ Fit officers have about the same attendance habits as unfit officers
6. Have you, as a police officer, noticed a correlation between physical fitness and an officer's general health?  
☐ Fit officers are less likely to be ill.  
☐ Fit officers are more likely to be ill.  
☐ Fit officers exhibit about the same amount of illness as unfit officers.
7. Have you, as a police officer, noticed a correlation between physical fitness and an officer's general job performance?  
☐ Fit officers are generally more productive.  
☐ Fit officers are less productive.  
☐ Fit officers exhibit about the same productivity as unfit officers.
8. Do you, reflecting on your experience with police officers, believe a physical fitness or wellness program could be established on a voluntary basis that would be effective in improving and maintaining departmental physical fitness?  
☐ Yes    ☐ No